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ABSTRACT

This book provides a case study of the implementation of a quality improvement model to improve educational services at Fox Valley Technical College (FVTC), in Appleton, Wisconsin. Chapter 1 describes the early stages of the implementation of the quality processes at FVTC. Chapter 2 discusses the role of the chief administrator as mentor and leader in the quality and productivity movement at the college, and in ensuring that the program is properly funded and running smoothly. The design and implementation of the staff education is discussed in chapter 3 as a crucial element in the quality process. Chapter 4 covers the formation of work unit teams, including the overall college team for global goals and strategic directions, institution-wide committees, and departmental teams, which taken together allow all FVTC personnel an opportunity to participate in the quality processes. Methods of maximizing customer satisfaction and measuring and improving educational quality are highlighted in chapter 5. Chapter 6 discusses quality-based school management, highlighting the change processes involved in transforming typical ways of organizing and managing schools into leadership and administrative styles based on quality principles. Chapter 7 focuses on changes needed in instruction, including the ways teachers are hired, trained, certified, and rewarded, as well as the need for management and unions to work together. FVTC's efforts to incorporate problem solving and statistical thinking approaches into the quality improvement process is the subject of chapter 8. Chapter 9 describes how the quality processes can be used in institutional evaluation. The final chapter provides insight into the future of FVTC's program. Detailed charts and data tables are appended. (MAB)